



University of California
San Francisco

Think Like A Leader: *Creating Habits of Mind and Heart*

Bruce Blumberg MD

Josette Rivera MD

Sandrijn van Schaik MD, PhD

<https://meded21.ucsf.edu>



#UCSFMedEd21

Disclosures

- No Disclosures

Learning Objectives

At the end of this session, you will be able to

- Define leadership
- Identify key leadership knowledge, skills and habits
- Reflect upon your own leadership styles and strengths
- Articulate a vision for yourself and your team

Workshop Agenda

- Introductions
- Leadership compass exercise
- Leadership definitions, domains, four frame model
- Mission and vision
- Wrap up

Introductions

In pairs:

- State name, where you work, your role(s)
- Think of an effective leader you have worked with/encountered
- Share with your partner: “When I think of an effective leader, I think of XXX because of YYY.”

Leadership compass

- Effective leadership starts with understanding your strengths and work style
- Self-assessment exercise: finding your “direction”

Worksheet and exercise courtesy of
Be the Change Consulting
Bethchangeconsulting.com



Developing your leadership skills

Leadership compass – strongest direction

Take a moment to reflect on the following questions:

- What's great about your direction?
- What's hard about your direction?
- What's hard about working with other directions?
- What do you want others to know about working with your direction?

Developing your leadership skills

Leadership compass – weakest direction

Take a moment to reflect on the following questions:

- What do you lose by NOT being this direction?
- Why would you want to strengthen your skills in this direction?
- What can you do to strengthen your skills in this direction?

What is leadership?

- Leadership vs. Management
- Domains:
 - Leading through strategic vision and setting direction
 - Leading by developing others
 - Leading by managing effectively (e.g., administering and managing for healthy and efficient work environments)
 - Leading by developing the organization
- Skills:
 - Effective communication, supervision, strategic planning, and organizational development

The Four-Frame Model

| | Structural | Human Resources | Political | Symbolic |
|-----------------------------------|--|------------------------------|---|---|
| Metaphor for Organization | Factory or machine | Family | Jungle | Carnival, temple, theater |
| Central Concepts | Rules, roles, goals, policies, technology, environment | needs, skills, relationships | Power, conflict, competition, organizational politics | Culture, meaning, metaphor, ritual, ceremony, stories, heroes |
| Image of Leadership | Social architecture | Empowerment | Advocacy | Inspiration |
| Basic Leadership Challenge | Attune structure to task, technology, environment | Align org and human needs | Develop an agenda and power base | Create faith, beauty, meaning |

Move to Your Strongest Direction

Discuss with your group:

- What's hard about working with other directions?
- What advice do you have for others about working with your direction?
- Select one person to report out

Large group report-out

Move to Your Weakest Direction

Discuss with your group:

- Why do you want to strengthen your skills in this direction?
- What can you do to strengthen your skills in this direction?
- Select one person to report out

Large group report-out

Setting a vision and mission

What is the difference?

- **Vision:** Goals, values, and purpose that guides actions and decision-making.
- **Mission:** Defines the path that will guide successful accomplishment of the vision.

“Vision without action is merely a dream. Action without vision is just passing the time. Vision with action can change the world.”

Vision and mission statements

Why spend the time creating them?

Formulating vision and mission statements will help you be a more effective, efficient and productive leader

Vision Statements: Examples

- *MLK: I have a dream that one day this nation will rise up and live out the true meaning of its creed: “We hold these truths to be self evident: that all men are created equal”*
- *C. Chavez: “All my life I have been driven by one dream, one goal, one vision: to overthrow a farm labor system in this nation that treats farm workers as if they were not important human beings”*
- *UCSF: To be the world's preeminent health sciences innovator.*

Mission Statement: Example

- UCSF: *UCSF advances health worldwide through innovative health sciences education, discovery and patient care*

Your vision and mission statements

What, Why and How

▪ Define What and Why (Vision)

- If someone were to Google your name (or your team), ***what*** would you want associated with it?
- ***Why*** would it say this? -- what is your motivation?

▪ and How (Mission)

- ***How*** will you accomplish this?

Creative Commons License



You are free:

- to Share — to copy, distribute and transmit the work
- to Remix — to adapt the work

Under the following conditions:

- **Attribution.** You must give the original authors credit (but not in any way that suggests that they endorse you or your use of the work).
- **Noncommercial.** You may not use this work for commercial purposes.
- **Share Alike.** If you alter, transform, or build upon this work, you may distribute the resulting work only under a license identical to this one.

See <http://creativecommons.org/licenses/by-nc-sa/3.0/> for full license.